

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN



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Executive Summary

Mission: Provide accurate and timely payroll and related services for 11,000 Department of Energy Federal employees.

Vision for Near Term: Continue to effectively work with the Defense Finance and Accounting Service (DFAS) to enhance the Automated Time and Attendance Production System (ATAAPS) and Defense Civilian Payroll System (DCPS) to eliminate manual payroll workarounds, timely respond to employees' requests for assistance, support the I-MANAGE STARS initiative in migrating payroll data from DISCAS to STARS, and modify the labor distribution functionality to support STARS. This includes Office of Finance and Oversight's proactive participation in DFAS Systems Control Board activities that enables the Department of Energy (DOE) to elevate its interest and concerns to improve the payroll services to employees.

Balance Score Card Objectives:

- **Customers:** Ensure that DOE employees are paid accurately and in a timely manner and that supervisors and financial resource managers receive value added reports.
- **Financials:** Use the DOE financial systems and other payroll information to improve program spending controls.
- **Internal Processes:** Evaluate and/or reengineer policies, procedures, and business practices to complement the DOE's system modernization initiative.
- **Learning and Growth:** Continue to develop and implement strategies to deploy technology and training to employees, administrative staff, and supervisors so that they become integral partners in enhancing the payroll processes.

Accomplishments:

- 100% on time payment delivery to employees (100% achieve during past 23 years)
- 100% participation by employees who received their electronic Leave and Earnings Statement (LES) via the Employee Self Service (ESS) and MyPay websites.
- Increased the number of Leave and Earnings Statements available in MyPay from 3 to 27.
- Implemented the Most Efficient Organization as proposed in the Financial Services A-76 study which eliminated the Capital Accounting Center and established the Energy Finance and Accounting Service Center (EFASC) and the Office of Finance and Oversight (OFO).
- Automated the retroactive timecard process in ATAAPS.
- Implemented system changes in ATAAPS and DCPS to eliminate some of the manual workarounds that were being performed by DFAS and the Payroll Branch.
- Provided Timekeepers with the ability to perform team and roster management functions in ATAAPS that previously required assistance from the Payroll Customer Service Representatives.
- Created electronic reports in Employee Self Service (ESS) that allow Timekeepers and Certifiers to view time and attendance detail, verify the time and attendance after payroll processing, and view leave balances.

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

Introduction

Currently, the EFASC provides payroll and related services for all Department of Energy Federal employees except those in the Federal Energy Regulatory Commission and the Bonneville Power Administration. The services described below are performed for approximately 11,000 employees and are performed through the DFAS payroll services and use of ATAAPS and DCPS.

- Collect, edit, and process the time and attendance (T&A) data submitted by timekeepers and certifying officers.
- Follow up with certifying officers when T&A data have not been certified in a timely manner.
- Receive and respond to employees' inquiries and requests regarding their payroll payments, allotments, tax withholdings, etc.
- Manually enter data in DCPS to process employee requested changes that are received on paper forms.
- Review and process donated and carryover leave in DCPS.
- Process the payroll payment requirements set forth in settlement agreements and legal judgments.
- Prepare and submit billing requests to DFAS for overpayments made to employees.
- Reconciles the accounting control accounts maintained at DFAS and DOE.
- Maintains and operates the Department's system of allocating payroll costs to the affected offices and proper appropriations.

On September 7, 2003 and with the support of the DOE community, DOE became the first Government agency to successfully migrate its payroll functions to a designated Government payroll service provider under the e-Payroll initiative. Additionally, the success resulted in Office of Management and Budget applauding the Department.

Planning Process: While the Department was successful in migrating its payroll functions to DFAS, the EFASC and its stakeholders have continuing challenges to improve the efficiency of DOE administrative services and to transfer the payroll accounting from the Departmental Integrated Standardized Core Accounting System (DISCAS) to the I-MANAGE STARS system by April 1, 2005. The Payroll Business Line plans to sustain its efforts to improve performance that are in line with those of the CFO and the WCF, and support the Department's strategic objectives in Corporate Management. The business line will work towards achieving the balanced scorecard objectives and report the progress to the WCF Board on a quarterly and annual basis.

Each year the business line updates its five-year plan using a balanced scorecard approach with objectives, performance goals to measure successes, and strategies to reach objectives. The business line reports progress towards these balanced scorecard objectives to the WCF Board on a quarterly and annual basis. The pricing policies are based on the guidelines provided in the Working Capital Fund Guide to Services and Procedures (the Blue Book). The Payroll Business Line recommends that the pricing policy and that the cumulative annual assessment of \$2.108 million remain the same for fiscal years 2006 and 2007.

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

External regulation and partnerships: While the DOE utilizes the DFAS payroll systems to pay DOE employees, the payroll business responsibilities and functions continue to fully comply with DOE accounting regulations, IRS Tax Codes, Treasury Financial Manual, and Title 5 of the Code of Federal Regulations.

Resources and capabilities of the organization: With the approval and support of the WCF Board to continue the pricing policy for fiscal years 2005 and 2006, the Payroll Business Line should have the resources to continue its path forward to continue to sustain a steady-state payroll operation at \$2.1 million and a high level of quality payroll service for the DOE employees and affected program offices.

Needs and capabilities of customers: As in past years, the Payroll Business Line (PBL) continues to be sensitive to the employees' expectations and needs for accurate and timely payroll payments and quality services. The PBL understands that employees are currently and consistently using the internet to receive payroll related information and services. The PBL will monitor customer inquiries via use of iET Work Center (formerly APPLIX) system that facilitates in the logging of each customer inquiry and transmitting electronic responses. The iET Work Center data will be used to adjust the payroll operations to be more responsive to employees' expectations.

Future competitive advantages: By the end of fiscal year 2005, the Department's employees will benefit from additional ATAAPS and MyPay enhancements. The Payroll Business Line will continue to promote enhancements to ATAAPS that will allow Timekeepers and Certifiers to submit employees' time and attendance data more accurately and efficiently.

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

Balance Scorecard Elements

1. Customer Objective: Ensure that DOE employees are paid accurately and in a timely manner and that supervisors and financial resource managers receive value added reports.

The Payroll Business Line's most important mission is to pay employees accurately and in a timely manner. While the Payroll Business Line appears to be doing a great job, it has not conducted a customer survey of the employees and program offices to validate the efficiency and effectiveness of its services and to identify additional areas of potential improvement. In lieu of customer surveys, the Payroll Business Line monitors the information in iET Work Center to determine the number and type of inquiries to the Payroll Customer Service Help Desk.

Performance Goal	Performance Standard
Pay employees on time	100% on-time biweekly disbursement to employees
Deliver payroll T&A and LDS reports on time	100% on time delivery of reports

Measuring Effectiveness: The payroll should be processed accurately every two weeks. To date, the Payroll Business Line has consistently made disbursements and delivered reports on a biweekly basis and thereby has sustained the 100% performance objective for many years.

Relevance to the Department Goals: The Department's most valuable asset is its Government workforce that relies on receiving accurate and timely payment for services rendered.

Accountability: The Director, EFASC, is responsible for enhancing and sustaining the payroll operations and is held accountable for operating within fiscal constraints established by the Working Capital Fund.

Management: While the Director, EFASC, manages the payroll operations, the WCF Payroll Working Group acts in behalf of the WCF Board to monitor and advise the Payroll Business Line in its initiatives and general operations that are financed by the WCF.

Data Source: U.S. Department of Treasury records, iET Work Center, DCPS, ATAAPS, and LDS reports.

Frequency: Biweekly

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

Strategies for Improving Customer Satisfaction	2005	2006	2007	2008	2009
Partner with the Office of Human Resource Management to persuade and encourage employees to increase their usage of ESS for submitting changes to payroll entitlements and deductions and receiving personal payroll data.	X	X	X	X	X
Monitor customer services requested by employees and program offices to validate or enhance quality and/or timeliness of payroll services	X	X	X	X	X
Evaluate and initiate appropriate actions to implement customers' recommendations.	X	X	X	X	X
Modify payroll systems and processes to improve the availability of management information.	X	X	X	X	X
Develop enhanced tools for program offices to independently generate their own reports from the payroll data warehouse.	X	X	X	X	X

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

2. Financial Objective: Use the DOE financial systems and other payroll information to improve program spending controls.
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Provide program customer managers with timely and accurate financial and payroll information to support their decision-making in the areas of resource management. Use the DOE financial systems for this purpose and ensure that information can be validated.

Performance Goal	Performance Standard
Support the I-MANAGE STARS initiative in migrating payroll data from DISCAS to STARS.	100% of data migrated accurately.

Frequency: Report progress to the WCF Board in the Annual Report.

Strategies for Financial Objective	2005	2006	2007	2008	2009
Enhance timekeeping functionality	X	X	X	X	X
Implement an enhanced labor distribution functionality	X	X			
Enhance employee interaction through ESS	X	X	X	X	X
Apprise the WCF Board on the DFAS service rates for each fiscal year.	X	X	X	X	X

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

3. Internal Processes Objective: Evaluate and/or reengineer policies, procedures, and business practices to complement the Department's systems modernization initiatives.

As a result of the successful implementation of ATAAPS throughout the Department and by outsourcing a major portion of the payroll functions to DFAS, the Payroll Business Line plans to stabilize the payroll operations to keep the dynamics at a reasonable level and avoid the need for making any additional policy or procedural changes in fiscal year 2005.

Performance Goal	Performance Standard
Ensure employees receive Leave and Earnings Statements on a biweekly basis	100% on-time biweekly delivery to employees
Support the I-MANAGE STARS initiative in developing interfaces to STARS	100% on-time recording of labor costs in STARS

Baseline: The payroll Leave and Earnings Statements have been consistently delivered on time; thereby, the Payroll Business Line has sustained the 100% performance objective

Data Source: STARS, DCPS, ATAAPS reports, and Leave and Earnings Statements

Frequency: Biweekly

Strategies for Internal Process Objective	2005	2006	2007	2008	2009
Enhanced timekeeping functionality	X	X	X	X	X
Enhance employee interaction through ESS	X	X	X	X	X
Increase the percentage of electronic requests for changes to payroll entitlements and deductions	X	X	X	X	X
Migrate DISCAS payroll balances and interfaces to STARS	X				
Validate the accuracy of the payroll data in STARS	X				

Payroll Business Line FISCAL YEAR 2005 – 2009 PLAN

4. Learning and Growth Objective: Continue to develop and implement strategies to deploy technology and training to employees, administrative staff, and supervisors so that they become integral partners in the payroll modernization initiative.

With regard to corporate financial systems initiatives, the DOE has singled out I-MANAGE STARS as its highest priority for fiscal year 2005. The Payroll Business Line will be challenged to provide STARS training to the affected payroll staff members and interested program employees.

Performance Goal	Performance Standard
Continue to train the Payroll Customer Service Representatives to become more proficient in performing research in ATAAPS and DCPS and providing more timely and accurate services.	95% of help desk inquiries are resolved within one business day.

Baseline: Utilize plan, monitor progress, and report status to WCF.

Data Source: DISCAS, LDS, DOEInfo, and STARS

Frequency: No training cycle or performance measure at this time.

Strategies for Improving Learning and Growth Objective	2005	2006	2007	2008	2009
Enhance MyPay and ESS relative to retrieval of leave and earnings statements	X	X			
Implement plan with milestones to migrate payroll accounting data from DISCAS to STARS	X				
Deploy STARS training to payroll staff members	X				